



# **Welcome to the Consolidation Town Hall October 27, 2010**

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**INFRASTRUCTURE  
CONSOLIDATION PROGRAM**  
EFFICIENCY ▲ COLLABORATION ▲ SUSTAINABILITY

# Approval of A.B. 2408

- ✓ California Technology Agency (CaTA), effective January 1, 2011
- ✓ Secretary of California Technology Agency
- ✓ Codifies the Governor's Reorganization Plan No. 1 of 2009
- ✓ Require each state agency and entity, as specified, to have a chief information officer (CIO), appointed
- ✓ With A.B. 2408, Executive Order S-03-10 consolidation directives are codified

Assembly Bill No. 2408

\_\_\_\_\_  
Passed the Assembly August 23, 2010

\_\_\_\_\_  
*Chief Clerk of the Assembly*

\_\_\_\_\_  
Passed the Senate August 19, 2010

\_\_\_\_\_  
*Secretary of the Senate*

\_\_\_\_\_  
This bill was received by the Governor this \_\_\_\_ day  
of \_\_\_\_\_, 2010, at \_\_\_\_ o'clock \_\_\_\_ M.

\_\_\_\_\_  
*Private Secretary of the Governor*

# Approval of A.B. 2408

## Consolidation Objectives

Timeframe	Consolidation Objective
Now	✓ Host all mission critical and public-facing applications and server refreshes in a Tier III or equivalent data center
June 2011	✓ Be in migration to the state shared e-mail solution
July 2011	✓ Be in migration to California Government Enterprise Network ✓ Server Room facilities transition plans due ✓ Reduce data center square footage by 50% ✓ Reduce energy consumption by 20 percent below 2009 baseline
July 2012	✓ Reduce energy consumption by 30 percent below 2009 baseline
June 2013	✓ Close any existing data centers or server rooms that house non-network equipment

# IT Consolidation:

## What does this mean to OTech?

✓ Tier III Data Center Facilities  
Gold Camp and Vacaville

✓ E-mail Migration  
CA.Mail and the hosted email solution, California Email Services (CES)

✓ Network Migration  
California Government Enterprise Network (CGEN)

# IT Consolidation: What role you play

## Opportunities:



Help ensure  
departments are  
ready for change



Participate in  
work groups,  
learn more



# IT Consolidation: What does this mean to you?

## Opportunities:

- ✓ Better training and career growth
- ✓ Ensure IT is critical part of state government
- ✓ Evolve with technology and government



# Consolidation Program Overview

- Data Center Consolidation
- Network Consolidation
- Email Consolidation
  - Active Directory
- Green IT

# INFRASTRUCTURE CONSOLIDATION FRAMEWORK

## Government Code Section 11546.3

## Workgroup Area Formed:

E-mail Security and  
Encryption

Shared E-mail



E-mail, Directory and Collaboration

Tier III Data Centers

Reduce Data Center  
Square Footage



IT Facilities

Server, Virtualization Storage and Backup

California Government  
Network (CGN)



Network

Reduce Energy



Desktop Standardization and Green IT

Security Activities



Security

## Current State

### IT Facilities

Infrastructure includes  
409,000 sq. ft. of floor space  
in 405 locations

### Network

70+ Networks  
7000+ WAN Circuits  
227,000 Miles of cable

### E-mail, Directory, and Collaboration

180,000+ E-mail Users  
100+ E-mail Systems  
100+ Employee Directories

### Server, Virtualization, Storage and Backup

10,000 Servers  
1,500 Web Servers  
5 Petabytes of Storage  
60% of departments have initiated  
the use virtualization concepts



## Target State

### 50% Reduction of Space by July 2011

OTech at Gold Camp (GC)  
Federated Data Center at GC  
OTech at Vacaville  
Overflow

### Begin One Network by July 2010

California Government Network

### One Shared E-mail and Directory Solution

Shared E-mail Security and  
Encryption Solution (June 2010)  
Hosted E-mail Solution (June 2011)  
Single Federated Directory (2011)

### Virtualization and Shared Storage First

Virtualized Servers  
Shared Storage  
Virtual Tape Libraries with  
Remote Replication

# Key Initiatives

- ▶ Server Bid
  - ▶ RFP Release Fall 2010
- ▶ Storage Bid
  - ▶ RFP Release Fall 2010
- ▶ Server Virtualization
  - ▶ **Survey with 31 Departments responding**
  - ▶ 6% of departments have completed 100% of their server virtualization initiative;
  - ▶ 8% of departments have completed 75%;
  - ▶ 25% have completed 50%;
  - ▶ 33% of departments have completed 25%;
  - ▶ 6% of departments have completed formal plans;
  - ▶ 11% have a pilot in place;
  - ▶ 11% have not started

# Facilities Consolidation

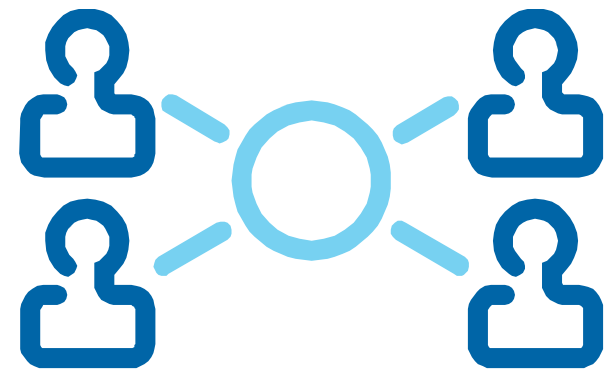
- Policy on Tier III Data Centers & IT Facilities Assessment
  - Policy Letter and IT Facilities Assessment developed and out for vetting.
    - IT Facilities Assessment provides the framework for data center consolidation.
  - Policy Letter and IT Facilities Assessment will be finalized by the end of October 2010.
  - Training on the IT Facilities Assessment has begun this month.

# Facilities Consolidation

- Federated Data Center (FDC)
  - Federated Data Center anchor tenants will go 'live' in mid-October 2010.
  - Planning for services continues with work on service catalog.
  - New tenant migrations to the FDC will begin in mid-2011.
  - Departments utilizing a five phase planning process to ensure June 2013 closure date is met.

# Network Consolidation

- Finalizing Governance Board membership
- Performing customer migrations
- CGEN project is still receiving customer profiles
- Secure Internet Gateways in progress
- Network scorecard in development



# Email Consolidation

- Informational sessions on CA.Mail and the hosted email solution, California Email Services (CES) are scheduled for Oct 26 and Oct 29.
  - Departments determine which solution they will use by October 31, 2010.
- All Cabinet Agencies have completed Phase I (of 5 phases) for email consolidation.
  - Agency governance structure established.
  - Departmental email migration teams established.
  - Scorecard measuring compliance will be posted in October.
- Initial kickoff meetings with Agency-level leads in process.

# Email Consolidation

## Status of California Email Service

- Hosted email solution selected
  - Microsoft Business Productivity Online Services (dedicated)
- Contract signed with CSC
- Optional services included
  - Blackberry
  - Legal Archive/E-Discovery
  - SharePoint
  - Instant Messaging
  - Live Meeting



# Email Consolidation

## Active Directory (AD) Standardization

Email services require AD standardization across all executive branch departments.

- Both email solutions will utilize the same AD structure.
- Initial workshop held with key stakeholders to develop attribute standards.
- Standards will be published as part of Enterprise Architecture.

***Departmental AD implementation is a critical path and must be completed prior to email migration.***

# Green IT Program

## Reducing PC power consumption

- Developed scorecard
- Held 'How-to' training sessions on scorecard in August and September.
- Departments are reporting their plans and implementation status.
- Scorecard results will be reported beginning in November 2010.
- The Green IT workgroup is currently defining Phase II of this initiative.



# What's Next?

# Communications and Organizational Change Readiness



## Major Tasks

**Task 1.**  
Kickoff and  
Discovery

**Task 2.**  
Communications  
Plan Review

**Task 3.**  
Organization Change Readiness Survey

**Task 5.**  
Program  
Communications  
Toolkit

**Task 6.**  
Executive Level  
Program Overview

## Key Activities

- Complete Planning and Kickoff Project
- Ongoing Project Management and Weekly Status Reports
- Gather/Review Existing Documents
- Conduct Stakeholder Interviews

- Review and Analyze Communications Plan
- Summarize & Present Comm. Plan Review Findings

- Identify Survey Participants
- Create and Customize Survey
- Administer and Manage Survey
- Summarize, Analyze and Present Survey Results

**Task 4.**  
Organization Change Readiness Workshop

- Research IT Consolidation CM best practices
- Identify CR Workshop Participants
- Prepare Change Readiness Workshop Materials
- Conduct Change Readiness Workshop
- Summarize and Present Workshop Results

- Develop Toolkit / Communications Framework
- Develop Toolkit Materials
- Review and Update Toolkit Materials

- Develop Draft Executive Presentation
- Review and Update Executive Presentation
- Deliver Executive Level Presentation

## Deliverable Highlights

**Deliverable 1.**  
Issues, Gaps and Risk  
Associated with the  
Current Communications  
Plan

**Deliverable 2.**  
Organization Change  
Readiness Survey  
Results Analysis &  
Findings

**Deliverable 3.**  
Organizational Change  
Readiness Workshop  
and mgmt. summary of  
workshop results

**Deliverable 4.**  
Program  
Communications Toolkit  
(See SOW for Task 5 for  
contents listing)

**Deliverable 5.**  
Program Executive Level  
Presentation and  
Supporting Materials

## Task 3. Organizational Change Readiness Survey

### ▶ Survey Objectives

- ▶ Assess the effectiveness of current communications
- ▶ Obtain an understanding regarding stakeholder communication preferences
- ▶ Provide stakeholders with a feedback mechanism for the Infrastructure Consolidation Program

### ▶ Survey Approach

- ▶ Split into Communications and Change Management Survey
- ▶ Electronic survey distributed initially to pilot group and later to broader IT stakeholder group
- ▶ Participants had 7 days to complete the survey
- ▶ Confidentiality maintained through the use of Gartner as a 3<sup>rd</sup> party administrator

### ▶ Survey Participants

- ▶ Pilot group represented ICP Workgroup participants
- ▶ Broader IT stakeholder group included approximately two sets of 2,500 State IT employees, randomly selected

### ▶ Response Rates

- ▶ Pilot Group: 22.5%
- ▶ Broader IT Stakeholder Group: Approximately 7%

# Organizational Change Readiness Highlights

- ▶ The majority of respondents:
  - ▶ Agree with vision and purpose
  - ▶ Ready to implement ICP initiatives
- ▶ The majority of respondents are concerned about the following:
  - ▶ Impact on careers
  - ▶ That the consolidation has a vision, is well planned and timelines are realistic
  - ▶ That there are sufficient resources to see the program through
- ▶ The majority of respondents who provided suggestions for removing barriers to ICP implementation focused on the following areas:
  - ▶ Leadership and communication
  - ▶ Planning and project management
  - ▶ Costs and Resources

# Task 4. Workshop on Communications

## Workshop Participants

Participant	Department	Involvement
Evan Auberry	OCIO	PMO
Jann Biggs*	OTech	Network ICP Workgroup
John Cleveland*	EDD	Security ICP Workgroup
Erik Davis*	Department of Fish and Game	Network and Security ICP Workgroups
Janelle Dickey*	DMV	Facilities ICP Workgroup - FDC subgroup
Chi Emodi	OCIO	PMO
Gregg Fukuhara	OCIO	PMO
Jack Gibbons	OCIO	PMO
Genevieve Guerrero*	Department of Food and Agriculture	Green IT ICP Workgroup
Denise Hendricks	Department of Corrections and Rehabilitation	Facilities ICP Workgroup - FDC Subgroup
Devon Holmes*	Department of Corrections and Rehabilitation	Green IT ICP Workgroup
Tammy Irwin*	Department of Corrections and Rehabilitation	Facilities ICP Workgroup - FDC Subgroup
Craig Law*	Employment Development Department	Green IT and Security ICP Workgroups
Carol Kelly	OCIO	ICP Project Director
Bill Maile	OCIO	ICP Project Team Member - Communications
Pete Mastella	OCIO	Procurement
Richard Matsufuji*	Department of Food and Agriculture	Email ICP Workgroup
Scott McArdle*	Department of Food and Agriculture	Email ICP Workgroup
Jim Moody*	Department of Transportation	Facilities ICP Workgroup – FDC Subgroup and Overall ICP Strategy
Okay Onwuli	OCIO	PMO
Deborah Ray-Simms*	Department of Food and Agriculture	Email ICP Workgroup
Raju Sah	Department of Corrections and Rehabilitation	NA
Rob Schmidt	OCIO	PMO

# Workshop on Communications

Participants recommended additional ways to engage stakeholders in communications and organizational change readiness activities:

- Feedback mechanisms
- Public Information Officers
- Communications and organizational change readiness workgroup
  - Coordinate communication across workgroups
  - Respond to questions and develop FAQs
  - Develop and implement organizational change readiness strategies
  - Workgroup membership
  - Appointed by the AIO

# Workshop on Communications

Participants continued to reiterate the following recommendations that were heard during initial interviews and from survey participants:

- One location to share information
- Dedicated resources
- Connections and interdependencies
- ICP benefits must be clearly articulated
- FAQs must be developed

# Questions





# INFRASTRUCTURE CONSOLIDATION PROGRAM

EFFICIENCY ▲ COLLABORATION ▲ SUSTAINABILITY